

Strengthening the Selection, Preparation, Support and Appraisal of Senior Leadership in UN Peace Operations

The transparency that marked the appointment of the new United Nations Secretary-General (UNSG), combined with his commitment to achieving gender parity and regional balance in his appointments, has set an example and opened up a window of opportunity for promoting greater authority, accountability and representation in the appointment of senior mission leaders. The establishment of a dedicated capacity within the UN Department of Field Support (DFS) on senior leadership appointments in 2007, and the development of senior leadership training by the UN Departments of Peacekeeping Operations (DPKO) and of Political Affairs (DPA), are all part of recent system-wide efforts to develop an integrated long-term norm-based, principled, accountable leadership model, which is multidimensional, transformational and collaborative in nature. This suggests that the UN, and its Member States, are in a good place to be able to implement recommendations on how to improve the appointment process for the leadership teams of tomorrow's peace operations.

The High-Level Independent Panel on Peace Operations (HIPPO) Report summarizes one of the main challenges of today's senior mission leadership as being an environment wherein demands and responsibilities are not matched with adequate preparation and capacity-development, nor with the required level of authority over resource management. To this must be added sensitivities around both training and performance assessment, and tensions between the Secretary-General's authority and Member States' desire to select and appoint senior staff. More specifically, a number of factors can be identified that currently undermine the leadership agenda including: i) the lack of a consistent application of existing merit-based selection processes; ii) the challenge of finding candidates with both political and managerial skill sets; iii) weak

Background details

A Challenges Forum Workshop on *Taking Leadership to the Next Level: UN Peace Operations 2020* was co-hosted by Challenges Forum Partners the Peacekeeping and Stability Operations Institute, in partnership with the Geneva Centre for Security Policy and Center for Creative Leadership in Carlisle 28 February - 1 March 2017. The policy brief takes into account deliberations and results of the meeting.

The views expressed are those of the author and not necessarily those of the Challenges Forum Partnership, Secretariat or hosts of the meeting.

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gender and geographic representation among senior mission leaders; iv) poor induction and continued support for newly appointed senior mission leaders; v) weak performance management and accountability systems; and vi) failure to grow the capacity of those with leadership potential.

Against this background, this policy brief asks: as the UN continues its important reforms of peace operations, leadership and the Organization as a whole, how can the UN better select, prepare, support and appraise its senior mission leadership to make it fit for implementing today's multidimensional peace operation mandates, in increasingly complex environments (with shrinking resources)? What are the key challenges and opportunities to strengthen: first, selection and appointment of senior mission leadership; second, preparation and in-mission support; and third, performance management and accountability. The policy brief draws on the work of the Challenges Forum (including a workshop on *Taking Leadership to the Next Level: United Nations Peace Operations 2020*¹), the HIPPO, the UN Office of Internal Oversight Services (OIOS), as well as interviews with the Senior Leadership Appointments Section (SLAS) of the UN Department of Field Support, the Integrated Training Service of the UN Department of Peacekeeping Operations, and current and former senior mission leaders.

1. Selection and Appointment

What and who is the UN looking for?

The UN Secretary General's appointments are guided by Articles 100 and 101 of the UN Charter which state that all staff should be employed to secure the highest standard of efficiency, competence and integrity, with due regard being paid to geographical representation. Member States, for their part, undertake to respect the exclusively international character of the responsibilities of the Secretary-General and the staff, and not to seek to influence them in any way. To this is added the tenets of achieving gender parity, as well as seeing to the complementarity of forming well-integrated and well-functioning leadership teams.

Terms of references and profiles for senior mission leadership have been developed for all 59 posts in peace operations: 29 Heads of Mission (HoM), including four military and 20 Deputy HoMs. The unique requirements of the specific roles are identified by SLAS in close cooperation with the lead UN Department of the respective mission, as well as relevant Heads of Mission. The aim is to anticipate the requirements of senior positions across missions in order to target and reach out to potential candidates, but also to hold leaders accountable and plan succession. This is part of a Field Leadership Life-Cycle approach where the UN (SLAS) is trying to better link the different stages of leadership; from selection to appointment, throughout deployment until performance management and succession planning, and then feeding back into the renewal of contract and/or sourcing and selection of the next leader(s). The



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¹ For more information about the Challenges Forum Workshop including the programme, some of the presentations and photos, see <http://www.challengesforum.org/en/Events/> (accessed 19 April 2017).

Life-Cycle serves to improve the UN's ability to plan succession, help guide and maintain a coherent and holistic process, as well as a more strategic and global approach to ensuring effective and fit-for-purpose senior mission leadership. But it has yet to be rolled out across the UN system in order for all actors involved to engage in the process in a meaningful way. This is likely to require additional resources, both in terms of political and financial support, and in terms of structural and institutional adjustments. It will also need the Member States buy-in and support.



Senior Leadership Appointments Section, Department of Field Support, United Nations

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Alongside political considerations, in senior mission leadership appointments, the UN looks for a complex set of knowledge, skills and competencies, as well as certain types of personality traits and qualities. Candidates are expected to have a mix of political negotiation and mediation expertise, regional knowledge and linguistic capabilities, an in-depth understanding of the UN's political space, operating environments and internal system knowledge, as well as developed strategic planning and management skills.² In sum, the competencies that the UN is looking for in senior mission leadership can be considered in terms of three main functions or roles.

1. As implied by the name, mission leadership must have leaders in the sense of someone who provides the mission with vision and strategic direction for fulfilling the Security Council mandate. All mission staff have to understand the mandate and how they can contribute to its implementation. Mission leadership has to establish a strong culture of performance and accountability, ensuring a proactive stance on the protection of civilians, promoting zero tolerance of sexual violence and implementing Security Council Resolution 1325 on Women, Peace and Security. This requires resilience, a full understanding of the mission's components, people and diversity, as well as of the UN Human Rights Up Front Initiative.

² For more about the challenge of, and requirements for, leading UN peace operations, as well as what good mission leadership may entail, see Robert Gordon, *Leading United Nations Peace Operations*, Challenges Forum Policy Brief, 2017:1.

2. Mission leadership must have managers who can ensure that the mission works as a tight unit across the military, police and civilian components, and in line with the UN's processes and operating models, including sound financial and resource administration. This requires strong organisational and management skills, and resources and project management experience, preferably cultivated through an effective relationship with the Chief/Director of Mission support, and the Mission Chief of Staff, who manage the instrumental links with UN headquarters.
3. Mission leadership must have influential political actors to facilitate the consolidation of peace against the backbone of the UN Secretary-General's good offices. They must work effectively with a range of stakeholders and manage the relationship with the host government; but also be able to act directly as mediators when necessary. This requires political acumen and emotional intelligence, strong judgement, and decision-making and communication skills.

How these functions are translated into profiles for senior mission appointments is further influenced by the specificities of the mission mandates, the current situation on the ground and the configuration of the leadership team, including factors such as gender parity and geography. As mandates evolve, the criteria for what is being sought after in mission leadership, has to follow in order to find people with different mindsets to deal with new challenges and environments. There is a need to consider certain qualities and not just premium specific experiences, looking beyond security and defence ministers to for example civil society leaders of all ages.

As an example of what the UN is currently looking for in senior mission leadership, the UN (SLAS) in February 2017 made a Global Call to Member States for Heads and Deputy Heads of Mission, which includes the following requirements:

- A minimum of 20 years of proven high level governmental, non-governmental, international and/or regional experience, including in conflict, post-conflict, peacebuilding and/or development;
- Strong leadership and managerial skills;
- A high degree of emotional intelligence and political acumen;
- Excellent communication skills;
- The ability to build consensus amongst stakeholders and coordinate the work of complex multicultural and multidisciplinary field missions;
- Impeccable personal integrity and respect for human rights;
- Demonstrated cultural and gender sensitivity;
- Fluency in English. Given the areas of deployment of UN field missions, nominations of French and Arabic speaking candidates are encouraged.



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Outside the peace and security community, the UN Chief Executives Board (CEB), during its April session in 2016, considered the critical importance of transformative leadership and tasked its high-level committees to help develop a shared concept of leadership characteristics necessary in the era of the Sustainable Development Goals across different functions, levels and locations. A joint task force was formed of the High-level Committee on Programmes and High-level Committee on Management, facilitated by the UN System Staff College focusing on the global perspective, closely coordinated with the UN country-focused work of the Development Group (UNDG). A paper was presented to the CEB in September 2016, on the basis of which the Committee requested the task force together with the working group on leadership under the UNDG, to prepare a unified and comprehensive proposal on a leadership model for the UN. The model under development is intended to be a system-wide effort of UN activities that outline and depart from the Organization's core values and how they can be tailored to fit specific leadership roles. A first draft is under discussion with a wide range of stakeholders and actors.³ Questions around implementation and ownership will have to be clarified as and when the framework moves forward, as well as its application to senior mission leadership.

How are those candidates sourced/identified?

Senior mission leadership roles have traditionally not been advertised, lest the current in-mission incumbent's role of good offices and mediation, on behalf of the UN Secretary-General, is undermined. Instead, potential candidates are stored in a database maintained by SLAS. This is one of the main tools that facilitates early identification and selection of potential senior leaders, as well as one that tracks appointments across missions and increasingly identifies outreach priorities. The database is open and often informally sourced with candidates proactively identified by SLAS, and nominated by internal and external partners including a range of relevant UN actors, Member States, and international and regional organizations, non-governmental organizations, as well as self-nominations by interested persons. Similar databases exist in other parts of the UN, but without any systematised coordination or interface to facilitate information sharing.

In an effort to broaden the pool of candidates, DFS through the previously mentioned Global Call, requested all Member States to nominate a maximum of four candidates, two of whom should be women, for the generic positions of Head and Deputy Head in UN peace operations. Self-nominations of internal or external potential candidates as well as referrals were also encouraged. Nominations must include a CV *plus* a personal vision statement. Nomination does not guarantee inclusion in the database, just as inclusion in the database does not guarantee appointment. Given the specificity of the job, and the demanding tasks at hand, one of the key challenges is to ensure that all stakeholders involved generate and identify men *and* women with relevant expertise, experience and qualities. Calls are made for a greater systematization of efforts to source and maintain records of potential candidates. This could include proac-

³ UN Chief Executives Board for Coordination, *Report of the High-level Committee on Programmes at its thirty-second session*, <https://www.unsceb.org/CEBPublicFiles/CEB-2016-6-HLCP32.pdf> (accessed 26 April 2017).

tively identifying particularly promising persons attending the Senior Mission Leadership (SML) course. Because whilst issuing global calls for senior mission leadership roles could help diversify (and strengthen transparency), the influx of candidates that this implies requires clear assessment and vetting tools, and a removal of any guarantee of appointment for candidates and Member States within the principle of the best candidate for the job.

Achieving gender parity remains a standing challenge. In February 2017, 25 percent of Heads and Deputy Heads of Mission were women. This represents a 21 per cent increase of women appointed to senior mission leadership positions from 2006 to 2017.⁴ Efforts to address the reasons for the low appointment of women have to be strengthened and systematised to ensure continued progress throughout the appointment process. The number of female candidates in the UNs database of potential leaders has to increase through internal and external channels and efforts. Senior leadership roles have to be made more attractive to women through enhanced mobility policies with opportunities for mid-career level staff to apply for senior position roles as well as appropriate support for both men and women to maintain a work-life balance. This will help retain high performing women and support their development. The UN could also consider positive discrimination, incentivising troop and police contributing countries to deploy women by increasing the compensation for women given that they are often few and sought after in the national context as well. But remembering that gender parity will not guarantee gender mainstreaming, nor implementation of Security Council Resolution 1325, efforts also have to be made from the very outset to uncover unconscious bias in leadership profiles and throughout the appointment process.⁵ It is essential that any such efforts are coupled with timelines and benchmarks for monitoring to ensure results.⁶

How are they selected?

The selection process of senior leadership in UN peace operations is typically delegated from the Secretary-General to the respective lead Department (DPA, DPKO and DFS). SLAS, intentionally established outside of the Executive Office of the Secretary General's (EOSG) office, facilitates and supports the selection process across all UN Departments. Depending on the position, the relevant Department proposes and approves all recommended candidates to the Secretary-General for final decision and appointment. All shortlists of interview candidates include at least one woman. Approximately 40 per cent of candidates are sourced internally, and 60 per cent externally, and SLAS as much as possible tries to take a leadership team approach in the selection. But tight timelines and the need for urgent deployment can make this a challenge.

As part of recent efforts to strengthen a standardised competitive selection procedure, the first assessment of candidates' CVs is combined with ad hoc informal reference checks, coupled with human rights screenings. If previously



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⁴ Presentation by Gabriella Seymour on the *Impact of Leadership on UN Peace Operations - The What*, at Challenges Forum Workshop, *Taking Leadership to the Next Level: UN Peace Operations 2020*, available at CF website <http://www.challengesforum.org/en/Events/Workshops/Challenges-Forum-Workshop-2017---Carlisle/?retUrl=/Templates/Public/Pages/PublicSeminarList.aspx?id%3d961%26epslanguage%3den> (accessed 26 April 2017).

⁵ Dr Louise Olsson, *Leading the Way to a More Equal Peace: Senior Management and Gender Mainstreaming*, Challenges Forum Policy Brief 2016:4.

⁶ For more about benchmarking and monitoring results, see William Durch, *Implementing 'Uniting Our Strengths for Peace': An approach to benchmarking 'HIPPO' recommendations in five key areas*, Challenges Forum Occasional Paper 2016:8 (August 2016).

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employed by the UN, Internal Conduct and Discipline Unit case records and databases are considered. Candidates are required to make self-attestations as to their human rights records and to complete a pre-appointment declaration of interests to identify and manage possible conflicts of interests that may arise should the person be appointed. Suggestions have been made for certain aspects or parts of the Senior Mission Leadership course to be taken into account when candidates have attended the course.

Once candidates have been short-listed, the main assessment tool, since the last ten years or so, is a 40 minute interview. The interview panels are put together by the Lead department. Typically, three members are selected, including at least one woman, from among senior UN officials from different Departments, at the same level or higher than the position under recruitment. The interview is organized around a generic mix of competency-based and strategic questions. It is mostly about exploring candidates' personalities and it is predominantly the individual that is considered rather than their place within a specific team. Discussions are under way as to how the format could be slightly changed by including more real-life scenarios that allow the panel to see how the candidates are likely to react and act in certain situations, and in a team.

Finally, a short list of between one to three candidates is suggested to the Secretary-General for appointment. At least one of these has to be a woman and if this is not so, a written explanation has to be provided to highlight the circumstances as to why not. The Secretary-General's independence in this decision is key and requires the Member States' full support. Traditionally, senior mission leaders are non-career posts whereby they should not remain in position for longer than five years and moreover, should not expect reappointment to other posts. However, this non-reversion policy is not immutable when there is a need to free up more talent for consideration. Concerns have been raised about the UNSG often being over-ridden by Member States or regional organizations in the appointment of certain posts. It is not unusual that political considerations trump merit. Here it might be useful to recall the HIPPO Report recommendation to 'establish an ad hoc independent group of former senior field leaders to advise the Secretary-General on the suitability of potential candidates for senior mission leadership positions.'⁷

2. Preparation and In-Mission Support

Pre-appointment

Senior mission leader training should ideally start prior to appointment since once set for deployment, there is typically little time for induction or training. The number of ready-to-deploy leaders can be increased by preparing external candidates for the task prior to appointment, as well as nurturing potential leadership talent within the system. This being said, training should of course continue throughout the assignment to support in-mission leadership in line with the Field Leadership Life-Cycle approach.

⁷ United Nations, *Report of the High-level Independent Panel on Peace Operations on uniting our strengths for peace: politics, partnership and people*, A/70/95-S/2015/466, 17 June 2015, p.73.

A non-mandatory SML course is available to potential candidates nominated by Member States or DPKO/DFS. Since 2005 this two week course has been organized up to twice a year by the UN's Integrated Training Services (ITS). Although attending the SML does not guarantee selection for a senior appointment, it does expose the candidates to the complexities of peace operations and the UN selection system. While the course is hosted and part funded by Member States, participants are selected by a joint DPKO/ DFS panel with input from DPA. Of late, more targeted messaging to Member States by ITS has encouraged more strategic nominations. Suggestions are currently on the table for at least one SML per year to be funded by the UN to safeguard the Organization's independence in ensuring continuity.

Additional non-mandatory courses that focus specifically on military leadership and resources management are available including Senior Mission Administration and Resource Training (SMART); UN Leaders' Programme and Management Development Programme; Leadership, Women and the UN; and mediation training (run by the DPA). Whilst there is a training course on UN Emerging Leaders, there is room for an SML type course, specifically targeting potential leaders at mid-level management. To this end, in order to strengthen the professional preparation of field mission management assignments such as for example Chief/Director of Mission Support, Chief of Staff, or heads of components who have significant programme management responsibilities, the Integrated Training Service (ITS, DPET, DPKO and DFS) has developed the Mission Advanced Staff Training (MAST). The MAST programme is intended to build on knowledge acquired during the Senior Mission Administration and Resource Training (SMART), or other programmes such as the Management Development Programme by providing leadership and strategic management skills.

Leadership development and support

Once appointed, it is mandatory for all mission leaders (D-2 level) to complete the Senior Leadership Programme (SLP) within their first six months. The course provides an overview of peace operations and guidance on how to navigate the UN system. Since 2012, newly appointed Heads of Military Component also participate in a mandatory week-long Intensive Orientation Course that provides an overview of peacekeeping operations including relevant doctrines, guidelines, international humanitarian and human rights law, and gender issues. The UN Office of Human Resources Management provides an on-demand modular induction programme available to all senior mission leaders and there are a number of strongly recommended training programmes available, ranging from mandatory security training to an optional online ethics and integrity course. In addition, there are role-specific tailored in-mission briefings carried out by the lead Department's regional divisions.

Despite the available training opportunities, a 2015 UN study conducted by OIOS showed that only 61 per cent of senior leaders had completed the SLP and 21 per cent of leaders had been deployed without having completed any of the above mentioned courses or having received any in-mission briefing on their roles. Oftentimes the induction ends up being two to three days of general briefings at headquarters in New York, and little or no in-mission brief-



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ings. The study also showed that just under a fifth of SML course participants actually went on to take-up mission leader roles since the majority of the nominated candidates lacked relevant experience to compete for these positions. It was concluded that there is room for improvement in the strategic use of the SML course.⁸ The leadership has to be exposed to real world examples and environments, thereby enhancing their understandings of the tasks at hand and the expectations that are put upon them and the mission. This highlights the challenge of finding a balance between the need for tailored pre-deployment training on the one hand, and demands for rapid deployment on the other.

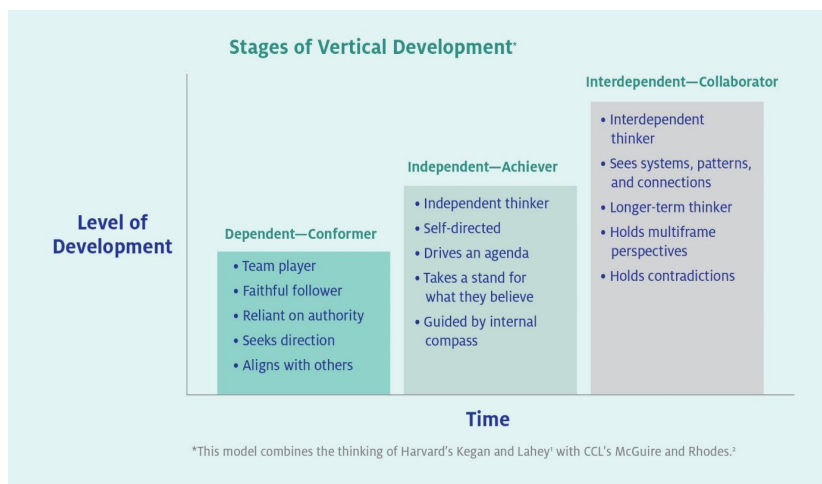
Once appointed and in mission, there is a relatively wide range of trainings available to mission leaders. But there are also gaps with regards to trainings tailored for senior mission leaders on specific areas of uttermost relevance to meeting the challenges of today's peace operations such as the protection of civilians, sexual exploitation and abuse, strategic communication, crisis management and team-building, all of which are under development. Moreover, thus far, remote in-mission or regional training and table-top exercises are very rare. Bringing training closer to leadership teams could help shift the emphasis from the more general training approach, to a more comprehensive induction and in-briefing combined with tailored scenario-based training and dedicated through-mission support. This would make it easier, and perhaps also less problematic, to link training to an enhanced performance management process and to succession planning. However, there remains an underlying challenge to overcome senior leaders' reluctance to train, especially once in-mission. Member States could support the UN in this regard by encouraging, and increasingly requiring, their nationals to do so. Ultimately, a desire to constantly learn, evolve and self-improve should be part of the tool-kit for any senior leader. Feedback has to be perceived as a gift which sheds light on one's strengths and weaknesses, and where more efforts and resources have to be invested. Speaking of leadership development instead of training could help in this direction.

Leadership support is another key aspect to attract, but also to retain, the best and brightest people.

Leadership support is another key aspect to attract, but also to retain, the best and brightest people. Peer-to-peer advice, coaching and mentoring have proven to be most effective in this regard and it is easier to engage senior leaders in this type of activity than in traditional training. Leadership theory speaks of an experience-driven learning cycle whereby 70 per cent is learning by doing, 20 per cent is learnt from other people, whereas only 10 per cent is through training. Ultimately, senior leadership development should be vertical, focusing less on content and more on intra- and interpersonal skills and processes, encouraging a person to grow from a dependent-conformer, to an independent-achiever, to an interdependent-collaborator.⁹

⁸ Inspection and Evaluation Division of the Office of Internal Oversight Services, 'Evaluation of the Senior Leadership Training of the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS)', *Evaluation Report*, IED-15-101 (29 December 2015).

⁹ John R. Ryan & the Center for Creative Leadership, 'The Next Level: 4 Principles for Elevating Mission Leadership in UN Peacekeeping Operations', Challenges Forum Workshop *Taking Leadership to the Next Level*, Carlisle, USA, 28 February–1 March 2017, available at: <http://www.challengesforum.org/en/Events/> (accessed 11 April 2017).



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DFS launched a pilot Leadership Partnering Initiative (LPI) mentoring programme in 2014 for newly appointed senior mission leaders. Senior Assistant- and Under-Secretary-Generals who have conveyed their interest in participating are paired with previous or current Deputy/Special Representatives of the Secretary-General. Thus far, 16 partnerships have been made. The programme has been well received and it is suggested that it be expanded in terms of becoming standard practice for all mission leaders and extending to leadership team development. Needless to say success is dependent on the choice of mentors and the relevance of their experience and expertise to the specific mission mandate and environment of the mentee. Another variety of leadership support is the Department of Political Affairs mediation experts that fill a stand-by function whereby they can be flown out to location within hours to support senior mission leaders' specific urgent needs in this regard. Also this solution could be expanded to other areas and departments.

3. Performance Management and Accountability

Once deployed, senior mission leaders have a high degree of autonomy with limited evaluation of their performance. Since 2010, additional direction has been provided by the introduction of so-called 'compacts' (annual agreements) between the Secretary-General and Heads of Missions, coupled, in DPKO, with letters of guidance from the Head of the Department to the Heads of Mission. These set out strategic priorities and standard managerial objectives against which performance can be evaluated and progress monitored. The aim is to streamline monitoring mechanisms in order to strengthen strategic oversight and better support as well as guide mission leadership. Clarity is needed on the purpose and intent of these compacts and guidance letters. Otherwise the risk is that they are loaded with tasks that result in expectations for sophisticated oversight functions which are not met. They are strategic direction documents, not performance management tools. They assess agreed objectives; they do not evaluate or measure individual skills and abilities.

The UN has to become better at detecting but also addressing weak leadership.

Efforts to strengthen senior mission leadership need to consider additional performance and assessment mechanisms that can directly inform and influence the renewal of appointments. The UN has to become better at detecting but also addressing weak leadership.¹⁰ There is an appraisal process in place for UN Resident/Humanitarian Coordinators, Designated Official and UN County Teams and DPKO has established peacekeeping partnerships where an officer carries out mission visits to look into systematic challenges together with their peers. But there is no standardised approach applied across the Departments. Significant weaknesses remain in the overall accountability of mission leadership. At a minimum, the use of 360 degree feedback or mission-wide surveys could be considered to underpin a set of predefined competencies and skills. It is key however, that the assessments are not solely self-improvement tools; but that they feed into the Field Leadership Life-Cycle, and are clearly ascribed to a particular actor responsible for their consistent application. Assessment is only one part of the puzzle to ensure effective leadership. To deliver results, assessments have to inform both how the leadership tackles challenges and how leadership is supported. The UN should look to how appraisals are conducted by other actors including Member States, other international and regional organizations, as well as the private sector.



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To achieve this, however, some cultural challenges need to be addressed. Success has to be defined as both delivering the mandate and achieving high performance across a set of pre-defined competencies and skills. Members of mission leadership teams have to perform with regards to their political, leader and managerial functions (as previously outlined). In practice, the leader and managerial functions are often overshadowed by the political functions of mission leadership, in particular when it comes to assessing performance.

¹⁰ For more on this, see Dr Jibecke Joensson, *Taking Leadership to the Next Level: Leading Peace Operations in a Complex World*, Challenges Forum Policy Brief, 2017:2.

Some change is necessary here. Political sensitivities must be addressed with regards to evaluating senior leadership. Once again, success will be dependent on Member State backing.

Conclusion

2016 marked a notable shift in the UN's appointment process of senior mission leadership in terms of a Field Leadership Life-Cycle approach that considers teams. The task in 2017, is to continue to build on the system-wide and systematic efforts to enhance a transparent process that promotes greater authority, diversity and accountability. This will necessarily entail the UNSG taking decisions that may not immediately be welcomed by Member States or by other senior leaders within the UN. It is therefore all the more important, that as the short-and long-term priorities take shape, these are discussed and communicated in constant dialogue with all relevant stake-holders to enhance the understanding of aims, goals and plans.

To ensure more consistent application of the merit-based appointment process that has been developed during the last years, candidates have to be selected in a more refined, sustained and strategic manner; according to clearly defined and transparent criteria; and along geographical and gender lines; while withstanding lobbying from Member States. The process has to be better safeguarded from being taken hostage by political considerations. Efforts to diversify the candidate pool and institutional memory with regards to senior mission leadership appointments have to be strengthened including with more being invested in establishing a systematised catching of potential leaders already in the system. The current focus on gender parity has to come hand in hand with continued and strengthened efforts to gender mainstream, as well as the implementation of Security Council Resolution 1325.

But also, once sourced, selected and appointed, the UN and its Member States have to become better at supporting their appointed leaders—new and old, men and women, from all regions of the world. Demands for rapid deployment have to be balanced with the need for induction; and new forms of training (in-mission and regional, table-top and scenario-based) and leadership support have to be further explored. The UN and its Member States also have to become better at holding them to account through robust performance management systems. Appraisal has much room for improvement in order for the Field Leadership Life-Cycle to become reality. The different stages of leadership have to be better linked through an accountability mechanism with Terms of Reference serving not only as a selection tool but also as an element of an appraisal, the outcome of which would have a direct influence over any process of renewal of appointments. Success will however, be dependent on cultural shifts within the Organization and its Member States, whereby senior mission leaders embrace leadership development, support and appraisals.

The recommendations coming out of the internal review that the UNSG established in February 2017 with regards to the reforming of the UN Secretariat peace and security strategy—its functioning and architecture—will be key to the strengthening of the appointment of the senior mission



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leadership. It is absolutely essential that coherence and coordination are achieved throughout this process, pulling together the many ongoing efforts with regards to leadership in the UN and the international community at large, within the framework of a life-cycle approach to the appointment of mission leadership teams. The UN has to be clear about responsibilities, ownership and its expectations, and the Member States have to provide the UNSG with the necessary resources—human, financial and political—to deliver.



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